



## Mapping Document for the Operations/Departmental Manager Apprenticeship Standard (Level 5)

The purpose of this document is to show where the **Highfield Standards Apprenti-kit** textbook, content and workbook questions, and the **Highfield Skills and Activities pack** activities, meet the outcomes and criteria of the **Operations/Departmental Manager Apprenticeship Standard (Level 5)**.

It also shows where the **Highfield Level 5 Diploma in Leadership and Management (RQF)** maps to the **Operations/Departmental Apprenticeship Standard (Level 5)**.

Where the **apprenticeship standard criteria** are not mapped word for word in the **qualification**, the criteria may be met implicitly.

**Please note** that where content for skills and behaviours has been identified in the **Apprenti-kit textbook**, this is underpinning knowledge only.

When using this mapping document, it is the responsibility of the training provider or employer to ensure that the learner meets the required outcomes and criteria.

## Operations/Departmental Manager Level 5 Apprenticeship Standard Knowledge Criteria

Apprenticeship Standard Module	Apprenticeship Standard Learning Outcome	Apprenticeship Standard Assessment Criteria (EPA Kit)	RQF Qualification Unit	RQF Qualification Learning Outcome & Assessment Criteria	Apprenti-kit Textbook Page	Apprenti-kit Workbook Question
<b>M1 Operational management</b>	Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. Understand business development tools (eg SWOT), and approaches to continuous improvement. Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance. Knowledge of management systems, processes and	K1.1 Explain operational management approaches and models, including creating plans to deliver objectives and setting KPIs	Unit 1 H/615/7484	LO2 AC2.3, 2.6 (Partially)	3, 4, 5, 6, 7	Q1
		K1.2 Explain business development tools and approaches to continuous improvement	Unit 1 H/615/7484	LO3 AC3.1	7, 8, 9, 10, 11, 12, 13, 14, 15	Q2
		K1.3 Explain operational business planning techniques	Unit 1 H/615/7484	LO2 AC2.1	16, 17, 18 19	Q3
		K1.4 Analyse and compare management systems, processes and contingency planning	Unit 1 H/615/7484	LO1 AC1.3 LO2 AC 2.2	20, 21, 22, 23	Q4
		K1.5 Explain how to initiate and manage change by identifying barriers and know how to overcome them	Unit 1 H/615/7484	LO3 AC3.5	24, 25, 26	Q5

	contingency planning. Understand how to initiate and manage change by identifying barriers and know how to overcome them. Understand data security and management, and the effective use of technology in an organisation.	K1.6 Explain data security and management, and the effective use of technology in an organisation	Unit 1 H/615/7484	LO1 AC1.1, 1.2	27, 28, 29, 30, 31	Q6, 7
<b>M2. Project management</b>	Know how to set up and manage a project using relevant tools and techniques, and understand process management. Understand approaches to risk management.	K2.1 Explain how to set up and manage a project using relevant tools and techniques	Unit 1 H/615/7484	LO4 AC4.1	3, 4, 5, 6, 7, 8, 9, 10, 11, 12	Q1
		K2.2 Explain process management	Unit 1 H/615/7484	LO2 AC2.4	12, 13, 14, 15	Q2
		K2.3 Explain approaches to risk management.	Unit 1 H/615/7484	LO2 AC4.2	15, 16, 17, 18, 19	Q3

<b>M3 Finance</b>	Understand business finance: how to manage budgets, and financial forecasting.	K3.1 Explain how to set and manage budgets	Unit 1 H/615/7484	LO5 AC5.1, 5.3	3, 4, 5, 6, 7, 8, 9, 10	Q1
		K3.2 Explain methods for financial forecasting	Unit 1 H/615/7484	LO5 AC5.2	11, 12, 13, 14, 15	Q2
<b>M4 Leading people</b>	Understand different leadership styles, how to lead multiple and remote teams and manage team leaders. Know how to motivate and improve performance, supporting people using coaching and mentoring approaches. Understand organisational cultures and diversity and their impact on leading and managing change. Know how to delegate effectively.	K4.1 Compare different leadership styles.	Unit 2 M/615/7486	LO1 AC1.1	3, 4, 5, 6, 7, 8, 9, 10, 11	Q1
		K4.2 Explain how to lead multiple and remote teams and manage team leaders	Unit 2 M/615/7486	LO2 AC2.2, 2.3	11, 12, 13, 14	Q2
		K4.3 Explain how to motivate and improve performance	Unit 2 M/615/7486	LO2 AC2.5, 2.7	14, 15, 16, 17, 18, 19, 20, 21	Q3
		K4.4 Explain how support people using coaching and mentoring approaches	Unit 2 M/615/7486	LO1 AC1.3, 1.4	21, 22, 23, 24, 25, 26	Q4
		K4.5 Critically analyse organisational cultures and diversity and the impact this has on leading and managing change.	Unit 1 H/615/7484	LO3 AC3.3	26, 27, 28, 29, 30, 31, 32	Q5
		K4.6 Describe how to delegate effectively.	Unit 2 M/615/7486	LO2 AC2.9	32, 33, 34	Q6

<b>M5 Managing people</b>	Know how to manage multiple teams, and develop high performing teams. Understand performance management techniques, talent management models and how to recruit and develop people.	K5.1 Describe how to manage multiple teams, and develop high performing teams.	Unit 2 M/615/7486	LO2 AC2.1, 2.2, 2.3 LO1 AC1.5	3, 4, 5, 6, 7, 8, 9, 10, 11	Q1, 2
		K5.2 Evaluate performance management techniques and talent management models.	Unit 2 M/615/7486	LO2 AC2.5	12, 13, 14, 15, 16, 17, 18, 19, 20	Q3, 4
		K5.3 Explain how to recruit and develop people.	Unit 2 M/615/7486	LO2 AC2.1	21, 22, 23, 24, 25, 26, 27	Q5, 6
<b>M6 Building relationships</b>	Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking. Knowledge of collaborative working techniques to enable delivery through others and how to share best practice. Know how to manage conflict at all levels.	K6.1 Explore and explain approaches to partner, stakeholder and supplier relationship management.	Unit 2 M/615/7486	LO3 AC3.1	3, 4, 5, 6, 7, 8	Q1
		K6.2 Describe collaborative working techniques to enable delivery through others and how to share best practice.	Unit 2 M/615/7486	LO3 AC3.2	9, 10, 11, 12	Q2, 3
		K6.3 Outline how to manage conflict, at all levels.	Unit 2 M/615/7486	LO3 AC3.3, 3.4	12, 13, 14, 15, 16, 17	Q4

<b>M7 Communication</b>	Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.	K7.1 Describe interpersonal skills and different forms of communication and techniques and how to apply them appropriately.	Unit 2 M/615/7486	LO4 AC4.1	3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20	Q1, Q2,
<b>M8 Self-awareness</b>	Understand own impact and emotional intelligence. Understand different and learning and behaviour styles.	K8.1 Evaluate own impact and own emotional intelligence.	Unit 3 T/615/7487	LO1 AC1.2	3, 4, 5, 6, 7, 8	Q1
		K8.2 Analyse different and learning and behaviour styles.	Unit 3 T/615/7487	LO1 AC1.1	9, 10, 11, 12	Q2, 3
<b>M9 Management of self</b>	Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks	K9.1 Compare time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks	Unit 3 T/615/7487	LO2 AC2.1, 2.2	3, 4, 5, 6, 7, 8, 9, 10	Q1, 2, 3
<b>M10 Decision making</b>	Understand problem solving and decision-making techniques, including data analysis. Understand organisational values and	K10.1 Compare problem solving and decision-making techniques, including data analysis.	Unit 3 T/615/7487	LO3 AC3.2, 3.4	3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13	Q1, 2

	ethics and their impact on decision making.	K10.2 Analyse organisational values and ethics and their impact on decision making.	Unit 3 T/615/7487	LO3 AC3.1	13, 14, 15	Q3
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## Operations/Departmental Manager Level 5 Apprenticeship Standard Skills Criteria

Apprenticeship Standard Module	Apprenticeship Standard Learning Outcome	Apprenticeship Standard Assessment Criteria (EPA Kit)	RQF Qualification Unit	RQF Qualification Learning Outcome & Assessment Criteria	Apprenti-kit Textbook Page (Underpinning Knowledge)	Skills and Behaviours Activity Kit Activity Number
<b>M1 Operational management</b>	Able to input into strategic planning and create plans in line with organisational objectives. Support, manage and communicate change by identifying barriers and overcoming them. Demonstrate commercial awareness, and able to identify and shape new opportunities. Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans. Producing reports, providing management information based on the collation, analysis and interpretation of data	S1.1 Input into strategic planning and create plans in line with organisational objectives.	Unit 1 H/615/7484	LO3 AC3.4 (Partially)	32	Activity 1, 3, 4
		S1.2 Support, manage and communicate change by identifying barriers and overcoming them.	Unit 1 H/615/7484	LO3 AC3.5	33, 34	Activity 3
		S1.3 Demonstrate commercial awareness, and able to identify and shape new opportunities.	Unit 1 H/615/7484	LO2 AC2.5	34, 35	Activity 1, 3
		S1.4 Create and deliver operational plans, including setting KPIs, monitoring performance against plans.	Unit 1 H/615/7484	LO3 AC3.4 (Partially) LO2 AC2.7	36	Activity 3, 4, 5
		S1.5 Produce reports and provide management information based on the collation, analysis and interpretation of data	Unit 1 H/615/7484	LO1 AC1.4	37	Activity 3, 4, 5

<b>M2. Project management</b>	Plan, organise and manage resources to deliver required outcomes. Monitor progress, and identify risk and their mitigation. Able to use relevant project management tools.	S2.1 Plan, organise and manage resources to deliver required outcomes.	Unit 1 H/615/7484	LO4 AC4.4	19, 20, 21	Activity 3, 4, 5
		S2.2 Monitor progress, and identify risk and their mitigation.	Unit 1 H/615/7484	LO4 AC4.5	21, 22	Activity 3, 4, 5
		S2.3 Demonstrate use of relevant project management tools.	Unit 1 H/615/7484	LO4 AC4.3	23	Activity 3, 4, 5
<b>M3 Finance</b>	Able to monitor budgets and provide reports, and consider financial implications of decisions and adjust approach/recommendations accordingly.	S3.1 Monitor and manage departmental budgets	Unit 1 H/615/7484	LO5 AC 5.3	15, 16, 17	Activity 3, 5
		S3.2 Produce accurate financial reports	Unit 1 H/615/7484	LO5 AC5.4	17, 18	Activity 3, 5
		S3.3 Consider financial implications of decisions	Unit 1 H/615/7484	LO5 AC5.5	19	Activity 3, 5

		S3.4 Adjust approach and recommendations, where appropriate, according to financial implications identified	Unit 1 H/615/7484	LO5 AC5.5	19, 20	Activity 3, 5
<b>M4 Leading people</b>	Able to communicate organisational vision and goals and how these to apply to teams. Support development through coaching and mentoring, and enable and support high performance working. Able to support the management of change within the organisation.	S4.1 Communicate organisational vision and goals and how these apply to teams	Unit 2 M/615/7486	LO1 AC1.6	35, 36, 37, 38	Activity 2, 3
		S4.2 Support development through coaching and mentoring, and enable and support high performance working	Unit 2 M/615/7486	LO1 AC1.5	38, 39, 40	Activity 4
		S4.3 Support the management of change within the organisation	Unit 1 H/615/7484	LO3 AC3.5	40, 41	Activity 1, 2, 4
<b>M5 Managing people</b>	Able to manage talent and performance. Develop, build and motivate teams by identifying their strengths and enabling development within the workplace. Able to delegate and enable delivery through others.	S5.1 Manage talent and performance of team members.	Unit 2 M/615/7486	LO2 AC2.6	27	Activity 2, 3
		S5.2 Develop, build and motivate teams.	Unit 2 M/615/7486	LO2 AC2.7	28	Activity 2, 3

		S5.3 Delegate and enable delivery through others.	Unit 2 M/615/7486	LO2 AC2.9	29	Activity 2, 3
<b>M6 Building relationships</b>	Able to build trust, and use effective negotiation and influencing skills and manage conflict. Able to identify and share good practice, and work collaboratively with others both inside and outside of the organisation. Use of specialist advice and support to deliver against plans.	S6.1 Build trust, and use effective negotiation and influencing skills and manage conflict.	Unit 2 M/615/7486	LO3 AC3.4 (Partially)	18, 19, 20	Activity 1, 2, 3
		S6.2 Identify and share good practice, and work collaboratively with others both inside and outside of the organisation.	Unit 2 M/615/7486	LO2 AC2.8 LO3 AC3.5	20, 21	Activity 2, 3
		S6.3 Use specialist advice and support to deliver against plans.	Unit 1 H/615/7484	LO4 AC4.4	21, 22	Activity 3
<b>M7 Communication</b>	Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. Able to chair meetings and present using a range of media. Use of active listening, and able to challenge and give constructive feedback.	S7.1 Communicate effectively and be flexible in communication style.	Unit 2 M/615/7486	LO4 AC4.2	21	Activity 1, 2, 3, 4, 5
		S7.2 Chair meetings and present using a range of media.	Unit 2 M/615/7486	LO4 AC4.3	22	Activity 4, 5
		S7.3 Use active listening, and be able to challenge and give constructive feedback.	Unit 2 M/615/7486	LO4 AC4.4	23, 24	Activity 2, 4, 5

<b>M8 Self-awareness</b>	Able to reflect on own performance, working style and its impact on others	S8.1 Reflect on own performance, working style and its impact on others	Unit 3 T/615/7487	LO1 AC1.3, 1.5	13, 14, 15	Activity 3, 5
<b>M9 Management of self</b>	Able to create a personal development plan. Use of time management and prioritisation techniques.	S9.1 Create a personal development plan.	Unit 3 T/615/7487	LO1 AC1.6	10, 11, 12, 13, 14, 15, 16, 17	Activity 4
		S9.2 Use time management and prioritisation techniques.	Unit 3 T/615/7487	LO2 AC2.3	18	Activity 4, 5
<b>M10 Decision making</b>	Able to undertake critical analysis and evaluation to support decision making Use of effective problem-solving techniques	S10.1 Undertake critical analysis and evaluation to support decisions making use of effective problem-solving techniques	Unit 3 T/615/7487	LO3 AC3.3, 3.5	16	Activity 3, 5

## Operations/Departmental Manager Level 5 Apprenticeship Standard Behaviours Criteria

Apprenticeship Standard Module	Apprenticeship Standard Learning Outcome	Apprenticeship Standard Assessment Criteria (EPA Kit)	RQF Qualification Unit	RQF Qualification Learning Outcome & Assessment Criteria	Apprenti-kit Textbook Page (Underpinning Knowledge)	Skills and Behaviours Activity Kit Activity Number
<b>M11 Behaviours</b>	11. Takes Responsibility Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations. Seeks new opportunities.	B11.1 Drive to achieve in all aspects of work.			3	Activity 3, 5
		B11.2 Demonstrate resilience and accountability.			4, 5	Activity 3, 4
		B11.3 Exhibit determination when managing difficult situations.			4, 5	Activity 3, 4
		B11.4 Seek new opportunities.			8	Activity 3, 4
	12. Inclusive Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity.	B12.1 Demonstrate openness, approachability, authenticity, and be able to build trust with others.			5, 6	Activity 2
		B12.2 Seek the views of others and value diversity.			6, 7	Activity 3, 4

13. Agile Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working.	B13.1 Demonstrate flexibility to the needs of the organisation.			7, 8	Activity 1, 2, 3, 5
	B13.2 Is creative, innovative and enterprising when seeking solutions to business needs.			8	Activity 1, 2, 4, 5
	B13.3 Respond well to feedback, and need for change while demonstrating positive and adaptable attitude.			9, 10	Activity 1, 2, 5
	B13.4 Demonstrate openness to new ways of working.			7, 8	Activity 1, 2, 4, 5
14. Professionalism Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values	B14.1 Set an example, being fair, consistent and impartial.			10, 11	Activity 1, 2, 3, 4, 5
	B14.2 Demonstrate openness and honesty.			11, 12	Activity 1, 2, 3, 4, 5
	B14.3 Operate within organisational values			12	Activity 1, 2, 3, 4, 5